



THREE-YEAR MARKETING PLAN

PREPARED BY SAVAGE SOLUTIONS

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EXECUTIVE SUMMARY



In December 2016, the City of West Allis formally approved and adopted a five-year strategic plan for proactive citywide development with goals to improve health and safety of residents, increase citizen engagement, promote fiscal well-being, and create a culture of innovation and continuous improvement among city departments.

There is great potential for the City of West Allis. The people of West Allis are a hardworking group of individuals who are intensely passionate about their community's rich history. Given the diverse business environment, a labor market that is highly connected to the City of Milwaukee and metropolitan region, and perhaps —most importantly — a community united to revitalizing their city, this marketing strategy faces a high probability of success.

Learning from UW-Extension's SOAR (strengths, opportunities, aspirations, and results) method to bring the community together and obtain essential public input will certainly aid in the efforts of reconstructing West Allis's brand image, but aspirations alone will not be enough to transform West Allis. The city recognizes the need for a targeted and dedicated branding and marketing effort to successfully revitalize its reputation and image. West Allis is committed to establishing a formal marketing program and has set a long-term vision to become the preferred municipality in the Milwaukee metropolitan area, the state, and the country.



One of the biggest challenges that the City of West Allis will encounter is regaining control of its image, which historically has been dictated by the negatively connotated nickname “Stallis”, primarily due to the fact that for over forty years, West Allis has been experiencing a population decline. Because West Allis is an inner ring suburban city and therefore does not have the opportunity to grow with green space developments, efforts to grow must focus on the revitalization of existing properties and increasing population density.

The marketing plan includes an overview of our research, an analysis of West Allis’s current environment, illuminates strategic priorities for the city, and delves into a plan of action that the city can be confident implementing and maintaining. Our recommendations focus on a marketing and communications strategy that supports and enhances the supply chain model, and includes broader recommendations to help the City of West Allis revitalize its business district and attract new homeowners.

MARKET SEGMENTATION

What are the target segments for the City of West Allis and what are the key messages that should be delivered to each segment?

MARKET AWARENESS

How can the City of West Allis drive awareness to each segment and what channels can be used?

KEY ATTRIBUTES

What positive attributes already exist in the City of West Allis and should be further developed to attract our target market segments?

The strategies and recommendations detailed in this report will lay the foundation for a rich marketing program to expand and mature. We hope that by implementing these recommendations and committing to an ongoing and agile marketing and branding effort, the City of West Allis will be well on track to achieve its long-term vision.

WEST ALLIS HAS SET A LONG-TERM VISION TO BECOME THE PREFERRED MUNICIPALITY IN THE MILWAUKEE METROPOLITAN AREA, THE STATE, AND THE COUNTRY.



INTRODUCTION & METHODOLOGY

The City of West Allis has long been considered a city on the downslope — a once booming hub for the manufacturing industry, now slowly eroding. But, recent success in citywide initiatives and a strengths-based approach to identifying West Allis’s marketable assets including a reasonable median cost of housing, a diverse business environment, and its connectivity to the Milwaukee metropolitan area, puts the City of West Allis on the brink of ascension.

In an effort to further develop these assets and create new, transformative opportunities for the City and people of West Allis, Mayor Dan Devine has requested that Savage Solutions, LLC develop a strategic marketing plan that addresses how to revitalize the West Allis image and support the city’s growing economic activity.

PLAN OBJECTIVE

The objective of this plan is to identify key strategies and actions that will guide the City of West Allis in developing a strategic, long-term marketing program that is focused on increasing citizen engagement and improving economic vitality and sustainability by attracting new business and homeowners. This strategic document should help West Allis city officials communicate more effectively and solidify the city’s value to its residents. The marketing plan will include both external marketing toward business prospects and potential homeowners outside the region as well as internal marketing to reach existing businesses, citizens, and allies within the region.

THEMES

Themes that continually emerged throughout our research were the need for citizen engagement and for the city to invest in property maintenance and aesthetics. These themes of citizen engagement and economic vitality and sustainability will be considered strategic goals, and actions taken to meet these goals will to be to engage long-time homeowners as one of several key resident categories, in addition to engaging residents of all ages about the specific strengths of the city for the purpose of utilizing those strengths to redefine the city’s brand and image. Suggestions for the city’s uplift will be addressed each year over a five-year period when the steering committee will determine how to strategically act upon them. The marketing plan will further explore these themes and strategies.

THIS STRATEGIC DOCUMENT SHOULD HELP WEST ALLIS CITY OFFICIALS COMMUNICATE MORE EFFECTIVELY AND SOLIDIFY THE CITY’S VALUE TO ITS RESIDENTS.



PLANNING PROCESS

Our work focused primarily on marketing and branding strategies throughout a three-year time period ending in 2021.

To understand the existing conditions, we integrated information learned from three separate surveys, consisting of a community focus group, stakeholder focus group conducted by Savage Solutions, LLC; and a random-sample citizen survey conducted by UW-Extension. Using the findings from these activities, we developed a comprehensive marketing plan for the City of West Allis to use as a guide for implementing marketing campaigns.

We have also included a timeline for implementation to help in prioritizing the key strategies that can be undertaken by the city immediately and that should provide the city with the greatest impact with consideration to its resources. Successful implementation of this plan will lay a solid marketing foundation the can be applied to the West Allis brand and support its future growth.

**SUCCESSFUL
IMPLEMENTATION
OF THIS PLAN
WILL LAY A SOLID
MARKETING
FOUNDATION THAT
CAN BE APPLIED
TO THE WEST
ALLIS BRAND
AND SUPPORT ITS
FUTURE GROWTH.**



SITUATIONAL ANALYSIS

COMMUNITY OVERVIEW

The City of West Allis (population 60,411 in 2018) is an inner ring suburb in the Milwaukee Metropolitan region comprising over 1.5 million people (Milwaukee, Ozaukee, Washington, and Waukesha counties).

Although West Allis is a strong community whose people are proud of their city's industrial history, the population has been steadily declining for the past forty years, leaving many empty homes and storefronts. Increased citizen engagement will be critical in supporting West Allis's mission to attract new businesses and long-term residents.

The two focus groups and the UW-Extension random-sample citizen survey identified and assessed West Allis's compelling factors as determinants of an overall strategic marketing campaign.





**INCREASED CITIZEN
ENGAGEMENT WILL BE
CRITICAL IN SUPPORTING
WEST ALLIS'S MISSION TO
ATTRACT NEW BUSINESSES
AND LONG-TERM RESIDENTS.**

KEY FINDINGS

STRENGTHS

West Allis's strengths include a high labor force participation rate between the ages of 25 and 64, a younger and diverse population, as well as a diverse business environment that is neither dependent on one major business sector nor a few major employers. West Allis also has a reasonable median home price in comparison to peer communities and violent crime has been steadily declining.

WEAKNESSES

The city's weaknesses include low equalized property values and higher property taxes in comparison to peer cities, older homes that require maintenance, and a high ratio of rental properties to owner-occupied properties.

OPPORTUNITIES

Opportunities include a diverse business environment, a labor market that is highly connected to the City of Milwaukee and metropolitan region, and a community united in their desire to help revitalize their city.

THREATS

Identified threats are competition from neighboring communities (Wauwatosa, Downtown Waukesha, Brookfield, etc.) and overall apprehension to change, particularly fear that the new brand will not accurately represent the voice/image West Allis wants to convey.

STRATEGIC PRIORITIES



In order to drive awareness through a comprehensive storytelling campaign, keeping key strategic goals at top of mind will be imperative to our success. The City of West Allis has developed the following strategic priorities:

STRATEGIC PRIORITY #1 IMAGE/BRAND/DESTINATION

The City of West Allis will become recognized as the preferred municipality in the Milwaukee metropolitan area, the state, and the country through branding and centrally-focused marketing highlighting a revitalized image, a brand narrative told by members of the community, and real-life experiences.

STRATEGIC PRIORITY #2 QUALITY OF LIFE

The City of West Allis will promote the quality of life for its residents by ensuring a safe and healthy community which will include public safety and health organizations, as well as focus on improving private and public infrastructure, aesthetics, and sense of community.

STRATEGIC PRIORITY #3 CITIZEN ENGAGEMENT

The City of West Allis will increase citizen engagement to facilitate a sense of community, belonging, and ownership for its residents. This includes uniting the east and west populations of the city as well as bridging the disconnect between the older generation and younger generation.



STRATEGIC PRIORITY #4

ECONOMIC VITALITY & SUSTAINABILITY

The City of West Allis will protect the organizational fiscal wellbeing through long-term planning and fiscal analysis. As an extension of this priority, the city promises to be proactive in promoting and maintaining well-planned development and redevelopment opportunities.

STRATEGIC PRIORITY #5

EXCELLENCE IN GOVERNMENT

The City of West Allis will continually review the best methods for effective and efficient service delivery by using continuous improvement and lean operation techniques. Innovation and service excellence is expected, and employees will be held responsible and rewarded for such.

The City of West Allis has partnered with Savage Solutions, LLC to create a transformative and promotional campaign which will involve:

- Development of microsite to support campaign
- Social media platform (stand-alone Instagram)
- City collateral (letterhead, business cards, etc.)
- Declaring and celebrating 'West Allis Day' – October 2018
- Storytelling campaign featuring people of West Allis
- Digital, audio, television, print, and outdoor media buys



THE BRAND PROMISE

In regards to a destination such as West Allis, a brand is a set of perceptions conveyed through images, voice, and real-life experiences. It is a promise of what will be delivered or experienced.

A successful brand will make its offerings clear to its “user”.

WEST ALLIS’S BRAND WILL FURTHER DEVELOP OVER TIME THROUGH:

- 1

INCREASED CITIZEN ENGAGEMENT
- 2

RECOMMENDATIONS FROM FRIENDS AND FAMILY MEMBERS
- 3

INTERACTIONS WITH WEST ALLIS AND ITS REPRESENTATIVES
- 4

REAL-LIFE EXPERIENCES VISITING WEST ALLIS



Successful execution and implementation of this brand will result in an external reflection of the city’s internal values of community and connectivity, moving the city forward in a positive direction and working to establish it as a destination.

Negative perceptions held within and outside West Allis portrayed the city as empty and disintegrating with high crime rates. Despite some hard truths, through research, SOAR analysis, and focus group feedback, we discovered that, although the city may look otherwise, the community of West Allis is actually very inviting and welcoming, and especially supportive of local businesses, thus “That’s Why West Allis” emerged as our marketing tagline. ‘That’s Why West Allis’ speaks succinctly to the city’s key attributes, countering the negative perception that West Allis is uninviting, and gives the people of West Allis an authentic voice and an opportunity to tell their stories.

THAT’S WHY WEST ALLIS.



**THAT'S WHY
WEST ALLIS**

MARKET SEGMENTATION

The people who make up the community of West Allis are genuine and welcoming; unfortunately, its external aesthetics paint a less than inviting picture.

In an effort to pare out and build upon the positive and marketable aspects of the city, Savage Solutions and UW - Extension performed a combination of strategic assessments to include SOAR surveys and the renowned John Bryson strategic method.



SOAR METHOD

In preparation for implementing this dedicated effort to supporting the city’s improvements, a SOAR (Strengths, Opportunities, Aspirations, and Results) survey was conducted to engage residents and stakeholders in positive/constructive conversation regarding what is currently done well in West Allis, laying the groundwork for improvement. While not overlooking challenges and areas that need improvement, SOAR focuses on current strengths and projected goals in order to align strategies with the desired end results.

A random-sample citizen survey was conducted to ensure validity, the results of which were integrated with the survey of the stakeholder focus groups and a community open house to strengthen the public input.

STRENGTHS

- Location (“city at the center”)
- High labor force participation rate between ages 25–64
- Financial stability
- Full-service city with high levels of service
- Affordable housing/cost of living
- Sense of community
- Parks and schools
- Residential community

OPPORTUNITIES

- Image enhancement
- Citizen engagement
- Supportive citizens
- Collaboration/Shared services
- Technological possibilities
- Development prospects
- Property maintenance (residential & commercial)
- Diverse business environment
- Growing ethnically diverse community

ASPIRATIONS

- Improve image
- Become a destination (visitors/residents/business owners)
- Maintain/Improve safety & security
- Increase citizen engagement
- Collaboration/Shared services
- Maintain redevelopment focus & goals
- Improve housing & stock market mix

RESULTS

- Benchmarking/Best practices/Metrics
- # of shared services
- Maintained/Enhanced service levels
- Increased development
- Increased citizen engagement
- Increased educational opportunities
- Increased property values
- Preferred municipality/destination
- Population growth

JOHN BRYSON METHOD

UW - Extension utilized the John Bryson strategic planning method which is optimal for public and non-profit organizations, such as communities. This method of planning takes into consideration that the environment is not always stable and is, in some cases, declining. It seeks to customize goals by centering on deep participation, engagement, and education — practices that will be critical in the mission of the city’s revitalization.

TARGET MARKET SEGMENTS

Following the identification of West Allis’s marketable assets, it is necessary to define the target market segments, or “consumers,” with differentiated needs and interests. We have identified specific market segments to target our campaign toward to maximize its impact.

COMMUNITY RESIDENTS

Sense of community, pride, safe community for families

STAKEHOLDERS

Economic vitality and sustainability

LOCAL BUSINESS OWNERS

Increased revenue, aesthetic improvements to storefronts, tourism

NON-LOCAL BUSINESS OWNERS

Desirable location, lower property taxes

RESIDENT MOVERS

Sense of community, centrally/conveniently located, affordable housing

FIRST TIME HOMEBUYERS

Safe schools, professional opportunities, affordable housing

VISITORS

Improved shopping, dining, and recreational experiences

TARGET MARKET MESSAGING



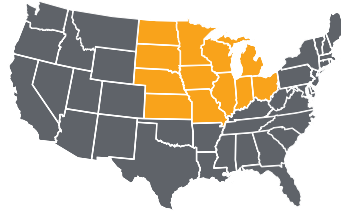
YEARS 1–2
HYPERLOCAL
(SOUTHEAST WISCONSIN)



YEARS 2–4
REGIONAL



YEARS 4–5
STATEWIDE



YEARS 5+
MIDWEST TOURISTS



LET’S TALK ABOUT ‘STALLIS’

As agreed upon by the members of the focus groups, a clear call to action should be assigned to the term “Stallis”, to either drive efforts to eliminate the word as a derogatory and damaging label, or embrace it as an endearing nickname.

The findings of the focus groups were evenly divided:

- 50% in favor of keeping the nickname
- 50% find it less than desirable

PRINT/DIGITAL/ MEDIA STRATEGIES

Savage Solutions, LLC has worked collaboratively with the steering committee and community members to develop a powerful narrative for the City of West Allis. It's a narrative that has a strong upward arc, highlighting the city's progress and goals, while honoring its industrial past.

The success of this targeted marketing campaign hinges on effective and evocative storytelling. Therefore, we have developed a storytelling strategy across numerous channels focusing on interweaving individual stories with the new "That's Why West Allis" motto.

It's time for the voices of West Allis to be heard.

A strategic marketing plan with media budget has been developed to communicate the narrative for West Allis wherein a variety of channels will be utilized, including media, digital, events, and branded material.





CMYK 40-30-20-66
RGB 99-102-106
HEX 63666A
PANTONE Cool Gray 10c

CMYK 0-41-100-0
RGB 255-163-0
HEX FFA300
PANTONE 137c

CMYK 59-0-14-0
RGB 0-193-213
HEX 00C1D5
PANTONE 3115c

CMYK 1-2-24-0
RGB 241-230-178
HEX F1E6B2
PANTONE 7499c

PRINT THE LOGO

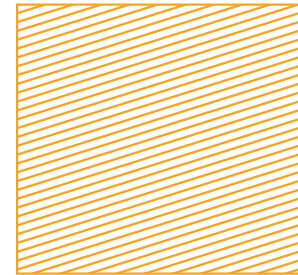
The logo has been redesigned to better express the personality of West Allis and its bright future. With updated colors and the slight upward angle of the city's name, we're communicating to the community and its neighbors that West Allis is truly a great place to be. The open circle shape represents opportunity while playing off the city's location—at the center. We're proud to say we live here, thus highlighting the city's name as the largest element of the logo and centering it as the focal point. The scripted font feels genuine and sincere with a bit of a nostalgic attitude. Noting the city's established date is our nod to the city's history.

COLOR PALETTE

We say goodbye to the weathered red and black for more energetic and inviting colors. The brand's primary color — orange — blends the energy of red with the happiness of yellow, while conveying change and stimulating creativity. The secondary color — gray — is timeless and practical. The sophistication of gray communicates strength and contrasts well with orange. The two complementary colors — turquoise and cream — add versatility and personality.

PATTERNS

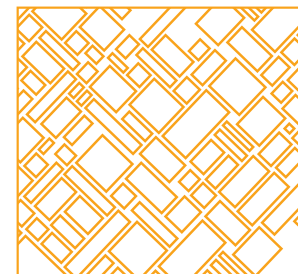
Specifically developed for the brand, four patterns add an additional facet of personality while enhancing brand awareness and connectivity with the West Allis community. Each pattern represents a unique asset of West Allis:



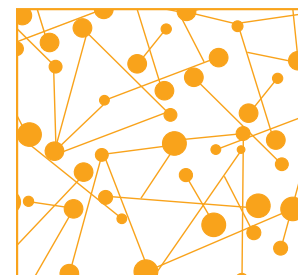
1. The **diagonal lines** moving upward represent the positive change the city is purposefully undergoing to improve and grow the community. This positive notion is not only representative of the business growth but in the community's overall outlook and mindset.



2. The **circle** highlights the city's central location and accessibility and as well as pays homage to West Allis's old slogan, "City at the Center".



3. The **grid** embodies the unique variety of local businesses as well as the close knit community and layout of the neighborhoods.



4. The **connectors** symbolize the connectivity of the community and celebrate the small town feel present in a large city.

EVENTS

Organized experiential events will be significant in building the community’s connection to the new West Allis brand. From the brand’s introduction through its first year, outside events will be the consumers’ first tangible experiences with the brand. Experiential events also encourage an increase in citizen engagement — an aspect that has been identified as needing improvement — as well as establish a higher level of connectivity between the City and the people of West Allis.

Recurring events such as farmers’ markets, the annual ‘West Allis Day’, and other city-curated events will drive visitors to the city, increasing revenue and exposure.

EMPLOYEE REVEAL

This will occur the day before ‘West Allis Day’ at City Hall to introduce city employees to the new brand. They will also be provided with promotional materials such as wearables and city collateral including stationary, business cards, etc.

WEST ALLIS DAY

The second Saturday in October is proclaimed “West Allis Day”. This will be a citywide event for residents and visitors of West Allis to enjoy food and entertainment, and to receive branded collateral. This first annual event will be simple, and may include food or entertainment. In addition to marketing, West Allis Day will also aid in strengthening ties and participation among the community.

CURATED EVENTS

Curated events are one of the most effective ways to facilitate brand recall. By establishing memorable and recurring events, consumers will begin associating the event synonymously with the brand. In addition to generating interest in the city as a whole and selling branded products, curated events are an excellent opportunity for the city and local businesses therein to work hand-in-hand to promote economic growth and sustainability. Examples of city-curated events are the annual West Allis Day, the West Allis farmers market that occurs three times weekly throughout the summer, and other opportunities such as music festivals, picnics, etc.

IN 2019, THE 100TH ANNUAL FARMERS’ MARKET WILL BE CELEBRATED WITH A SPECIAL CENTENNIAL LOGO AND A CITYWIDE EVENT.





MEDIA

Through photography and video media, we will be able to show the authenticity of West Allis by capturing real people who live and work in the city rather than hiring models or talent. The people we've selected to highlight are outstanding residents and/or business owners who are proud to call West Allis home. To help drive an emotional and authentic connection and really tell each individuals' story, subjects will be photographed and/or interviewed in their environments.

We have identified optimal channels to promote positive messaging for West Allis in a variety of media to include print (Milwaukee Business Journal, Milwaukee Magazine, BizTimes) television (Amazon Prime, Roku, Xbox, Apple TV — non-skippable), radio (Pandora, WKLH), outdoor (Clear Channel, Lamar — static and digital billboards) and digital (Digital Network).

BRANDED MATERIALS

Branded materials provide extended brand exposure and add quality to the brand. Differing from media promotions, branded materials show a more creative side of the new brand, allowing us to highlight its energy and authenticity. Branded materials are also tangible, and consumers are likely to appreciate something functional such as branded stationary or signage.

PROMOTIONAL MATERIALS

Promotional materials give the community a chance to embrace the city's rebrand, creating organic Brand Ambassadors. It's an opportunity for everyone to support the efforts being made to drive positive change in the city and efforts toward continuous improvement in addition to showing their pride and support for West Allis to neighboring communities.

Providing the new brand in a form that people can wear will not only increase awareness, but add personalization and allow individuals to express their support and identify with the brand in their own way.

DIGITAL

SOCIAL MEDIA

Social media offers an opportunity to connect with both West Allis residents and those in surrounding communities by creating engaging content that tells a story — the West Allis story. For this marketing plan, our primary social channel will be Instagram.

Overview

Instagram will play a significant role in our digital strategy, with an emphasis on sharing photo and video content in relation to our website, online store, and ongoing content development efforts. 2018 and 2019 will be spent introducing new types of content and measuring to see what style of post resonates best with our audience, and consistently pivot in response to the data.

Goals

Our overarching goal with Instagram is to get this campaign — and these stories — in front of as many people as possible and communicate that something exciting is happening in West Allis. We’ll measure our performance with specific KPIs, including Instagram followers, engagement, and traffic to the marketing website from social.

Audience

Initially, the new Instagram account will focus on speaking to West Allis residents and those in the surrounding communities. Specifically, we’ll be targeting West Allis, Wauwatosa, and Milwaukee residents and commuters. And, we’ll largely be focusing on a 50/50 gender split and a wide age range (20–40) to tell this story. As we progress and learn more, we’ll adjust and message to other specific audience segments.

Tactics

Our Instagram strategy will be flexible and data-driven, letting our research guide the creative. To start, we’ll be focusing on sharing specific stories (video and photo) as part of the launch campaign, and introducing new types/formats of stories in the future. We’ll also be introducing West Allis branded hashtags to help guide the conversation, and consistently monitor and engage with people who respond to the campaign. As we enter 2019 and 2020, user-generated content (UGC) will be a focal point of our content strategy and shape the image of the account for the future.

SOCIAL MEDIA ADVERTISING

Our digital advertising strategy, beginning Fall 2018, will include a significant paid presence on social media platforms as well as consistent testing and experimentation on multimedia and self-serve mediums.

Our advertising channels include:

- Instagram
- Facebook
- YouTube
- Pandora

WEBSITES

The City of West Allis is launching two unique websites as part of this new marketing initiative. These sites include a marketing website (for storytelling and engagement) and an online store (an e-commerce marketplace for West Allis apparel and promotional materials).

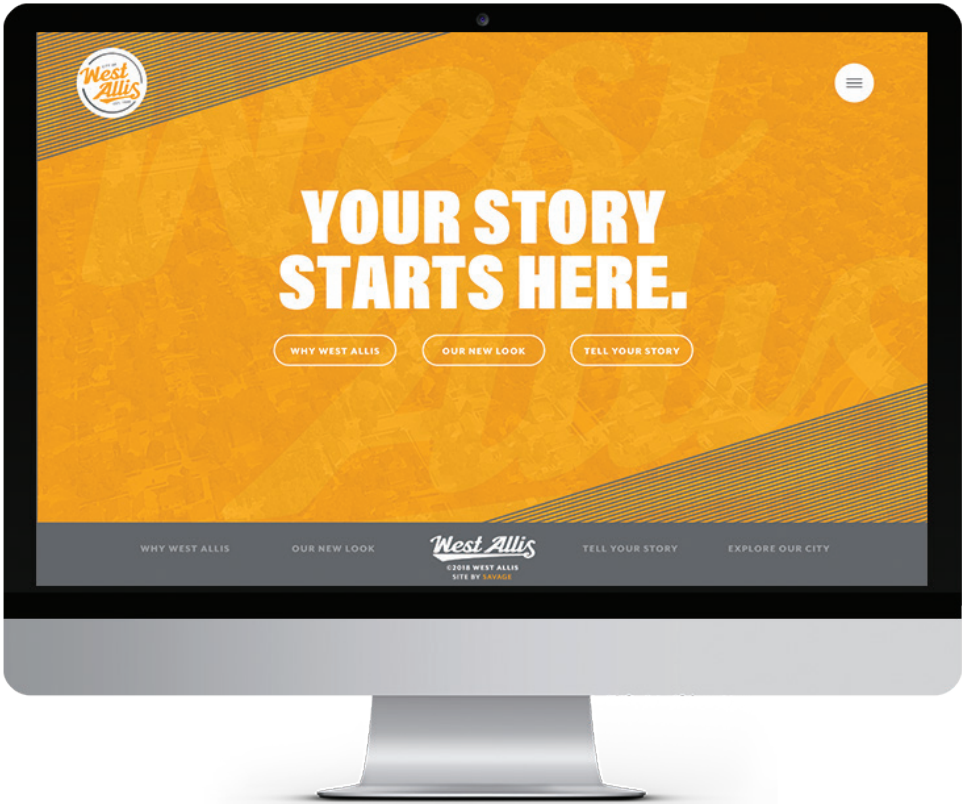
Marketing Website

The “That’s Why West Allis” website is completely focused on telling the stories of business owners and residents of the community, both through powerful video content and simple — but effective — written content.

The website will execute the refreshed West Allis brand digitally and serve as the destination for all advertising and marketing efforts.

Online Store

The online store will be an ecommerce platform that will be used to help spread the West Allis brand through wearables and other promotional items. This store will also serve as a more transactional piece of the strategy, allowing us to reach out to people via social media and offer discount codes and promotions as a means to build brand favor and equity.



TOOLS & TACTICS



OCTOBER 2018 – DECEMBER 2018

Website	<ul style="list-style-type: none">• Launch new “That’s Why West Allis” branded website• Brand reveal — explaining the brand• Detail plan to change negative perception and bring in new businesses and residents• Showcase community stories (video & photo/print)• Contact us — Tell Your Story!
Social Media	<ul style="list-style-type: none">• Launch new Instagram account and campaign (That’s Why West Allis)• Savage to actively manage Instagram through EOY• Content to include stories (video & photo) and photography of West Allis area• Integrate content with city’s Facebook page
Media Promotions	<ul style="list-style-type: none">• Radio: A series of 4 WKLH vignettes and Pandora interviews• Television: 30-sec spots over streaming television (Amazon Prime, etc.)• Print: BizTimes, Milwaukee Business Journal, Milwaukee Magazine• Outdoor: Static & Digital boards along I-94• Digital: Display Network Ads, Social Ads
Events	<ul style="list-style-type: none">• Employee Reveal (Friday, 10/12, City Hall)<ul style="list-style-type: none">• Wearables and branded collateral to be distributed• ‘West Allis Day’ (Saturday, 10/13, 1–6pm, Farmers’ Market)<ul style="list-style-type: none">• Branded collateral & wearables to be distributed, (additional giveaways: pens, pencils, t-shirts, mugs, and tote bags)
City Collateral	<ul style="list-style-type: none">• New collateral to be created and printed by 10/13 (ID cards, letterhead, envelopes, etc.)• All branded collateral to be designed by EOY (city vehicles, banners, community / business-facing documents)
Promotional Materials	<ul style="list-style-type: none">• Branded items to be distributed to nearby restaurants / retailers (i.e. cocktail napkins, coasters, window clings / decals)• Promotional Items: wearables, t-shirts, sweatshirts, thermal mugs, hats, etc.• Online store linked to website

BRAND
LAUNCH

JANUARY 2019 – DECEMBER 2019	Website	<ul style="list-style-type: none">• West Allis online store• Promotional material purchases can be made (wearables, clings, stickers, totes, coffee mugs, etc.)• All promotional pieces 50% off on ‘West Allis Day’• Continue to highlight West Allis community / write featured business stories
	Social Media	<ul style="list-style-type: none">• Expand Instagram presence with local business partnerships• Launch user-generated content (UGC) campaign• Continue sharing stories / local area photography
	Media Promotions	<ul style="list-style-type: none">• Continue with social, print, outdoor, digital• ‘Tools & Tactics’ determine best value spots for 2019
	Events	<ul style="list-style-type: none">• 2nd Annual ‘West Allis Day’ on the 2nd Saturday in October• Event Celebrating 100th Anniversary of Farmer’s Market• City-curated Events
	City Collateral	<ul style="list-style-type: none">• All departments to use new logo / new templates for all city collateral• New Farmer’s Market logo & 100th Anniversary Farmer’s Market logo
	Online Store & Promotional Materials	<ul style="list-style-type: none">• ‘West Allis’ card — % off at retailers surrounding ‘West Allis Day’ weekend• ‘West Allis City Tin’ — restaurants / retailers % off
SMALL BUSINESS AWARENESS AND SOLICITATION		





JANUARY 2020 – DECEMBER 2020	Website	<ul style="list-style-type: none">• All promotional pieces 50% off on West Allis Day• Continue to highlight businesses / community members	BUSINESSES MOVE IN (SMALL BUSINESSES, NOT CHAIN) NEW MOVERS / 1ST TIME HOMEBUYERS MILLENNIALS
	Social Media	<ul style="list-style-type: none">• Continue Instagram campaign(s) and introduce new creative concepts	
	Media Promotions	<ul style="list-style-type: none">• Meet to discuss best value spots for 2020• Continue to promote social, digital• Discover Wisconsin	
	Events	<ul style="list-style-type: none">• 3rd Annual ‘West Allis Day’ on 2nd Saturday in October• City-curated Events	

JANUARY 2021 – DECEMBER 2021	Website	<ul style="list-style-type: none">• All promotional pieces 50% off on West Allis Day• Continue to highlight businesses / community members	NEW MOVERS / 1ST TIME HOMEBUYERS MILLENNIALS CONSUMERS / TOURISM
	Social Media	<ul style="list-style-type: none">• Continue Instagram campaign(s) and introduce new creative concepts	
	Media Promotions	<ul style="list-style-type: none">• Meet to discuss best value spots for 2021	
	Events	<ul style="list-style-type: none">• 4th Annual ‘West Allis Day’ on 2nd Saturday in October	

PROMOTIONAL TIMELINE



2018			2019												
OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
LAUNCH OF BRAND: West Allis Day (event), Media Promotion, Social, New Website, New Collateral					Q1 Event				Q3 Event			West Allis Day			
			M.S.					M.S.				M.S.			
			Instagram												
			West Allis Brand / Community Website												
					All City Employees Switch to New Collateral										

2020											
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
		Q1 Event		Q2 Event		Q3 Event			West Allis Day		
	M.S.		M.S.		M.S.		M.S.		M.S.		M.S.
Instagram											
West Allis Brand / Community Website											

2021											
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
		Q1 Event		Q2 Event		Q3 Event			West Allis Day		
	M.S.			M.S.			M.S.			M.S.	
Instagram											
West Allis Brand / Community Website											

The promotional timeline is a high-level schedule of creative and technical strategies detailed in the marketing plan from January 2019 through December 2021. It should be noted that by the end of 2019, the City of West Allis should have completely switched to using only new brand collateral.

Q: Quarterly Experiential Events

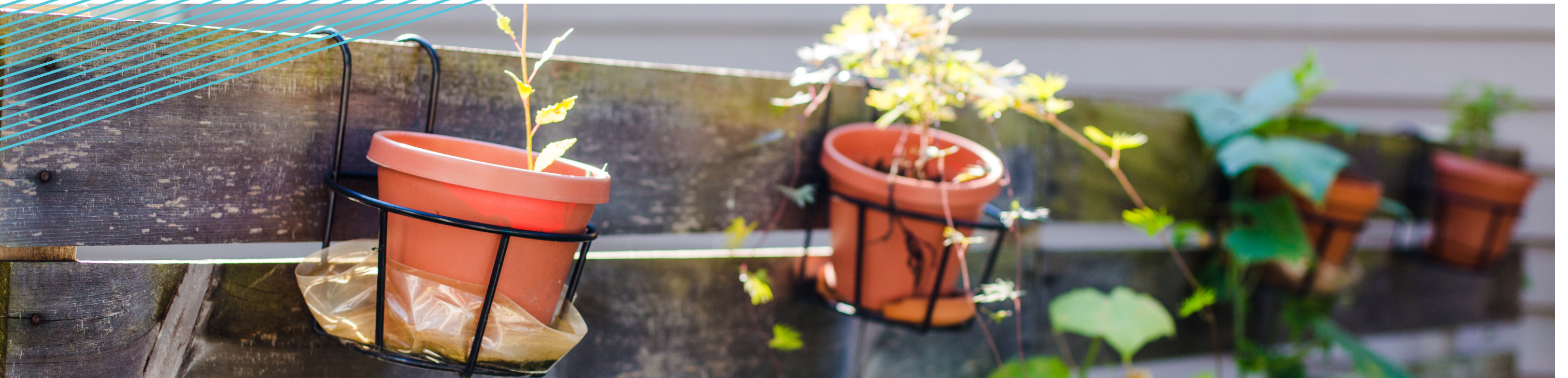
MS: Media Spend (i.e. outdoor, radio, print, etc.)

Instagram: Ongoing Instagram content

Website: Continually refreshing and adding content to the website

BUDGET CONSIDERATIONS

A budget has been identified, separated into annual increments and covering a three-year span from 2019 to 2021 for the launch and progression of the city's rebrand. Savage Solutions, LLC has calculated distribution of spending to be utilized for creative services including but not limited to media and experiential campaigns, supporting the goal of reaching as many people as possible, with respect to annual-specific target market segments. Following this three-year plan, the City of West Allis will be entirely self-sustaining, leaning on Savage Solutions, LLC for media and creative strategies.





YEAR 1

BUDGET: \$180,000

Creative Services: \$80,000

Media Buy: \$100,000

Audience: Hyperlocal (Southeast Wisconsin): new movers, new businesses

YEAR 2

BUDGET: \$190,000

Creative Services: \$70,000

Media Buy: \$120,000

Audience: Local: new movers, new businesses

YEAR 3

BUDGET: \$200,000

Creative Services: \$60,000

Media Buy: \$140,000

Audience: Regional: new movers, millennials, small businesses, tourism

CREATIVE SERVICES

- Strategy
- Messaging
- Design
- Social Media
- Content Strategy & Development
- Studio: Photography & Video
- Account Management

Media

- Outdoor
- Print
- Digital
- Social
- Television
- Radio

Experiential

- Event Curation
- Event Marketing
- Farmer's Market 100 Year Anniversary

Website

- Year 1: Build
- Year 2–5: Maintain

City Initiatives

- Vehicle Branding
- Visitor's Guide
- City Signage (1–3 years)
- Wayfinding

CONCLUSION

Based on the insight gained from the SOAR and UW-Extension surveys, Savage Solutions, LLC has worked with the city and community members (residents and business owners) to develop a strategic and in-depth marketing plan for the revitalization and continuous improvement of West Allis.

We have identified our target market segments as community residents, stakeholders, local business owners, non-local business owners, resident movers, first-time homebuyers, and visitors. Each of these groups has differentiated needs and interests which will contribute to the fundamental rebranding mission. To best accomplish these goals, we have scheduled our messaging to reach hyperlocal (residents, stakeholders, local business owners) for the first two years, followed by regional (non-local business owners, resident movers, first-time homebuyers) in years two to four, and finally targeting a statewide and geographically broader audience to the Midwest as visitors or tourists.



From attracting new residents and business owners in the beginning years with the ultimate goal of appealing to Midwest tourists as a destination, the City of West Allis has a definitive plan that involves positive promotions of the city's assets identified by the SOAR surveys through a variety of digital and traditional media. These campaigns will highlight outstanding residents' stories to reinforce the "That's Why West Allis" motto.

In addition to media promotions, the city's plan for experiential marketing beginning with 'West Allis Day' and the farmers' markets will attract local and regional attention.

By promoting the assets West Allis already has through a focused marketing effort and with continued support of the community and city as a whole, the City of West Allis will be well on its way to accomplishing its goals of building a blossoming and sustainable economy and increased citizen engagement. Successful promotions of these existing assets and implementation of the marketing plan will lead to new assets and opportunities, and mitigate the challenges the city currently faces.

This marketing plan has been welcomed by the City and community of West Allis. Although Savage Solutions, LLC has developed tailored tools and tactics for the plan's implementation, the fate of West Allis rests on the community to tell their stories.



**THAT'S WHY
WEST ALLIS**

